

Memorandum



Date: November 6, 2007

To: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

From: George M. Burgess
County Manager

Subject: Status of Comprehensive Housing Intervention and Master Plan

Agenda Item No. 12(B)2

This report provides an update on our efforts to complete a Miami-Dade Comprehensive Housing Intervention and Master Plan in accordance with Resolution R-161-07, sponsored by Vice-Chairwoman Barbara J. Jordan and adopted by the Board of County Commissioners (BCC) on February 7, 2007.

Background

The adopted Resolution directs staff to develop a Comprehensive Housing Intervention and Master Plan that incorporates the recommendations of the Community Affordable Housing Alliance (CAHSA) Task Force. This plan will govern all county affordable housing activities and other county planning efforts that include an affordable housing element ("Master Housing Plan"). This Master Housing Plan is to include the following:

- A. A mission statement;
- B. Housing goals that include, but not limited to:
 - a. the promotion of deconcentration, fair housing and mixed-income housing;
 - b. promotion of the preservation of existing affordable housing;
 - c. utilization of best practice standards and designs, including sustainability (green) design features and Crime Prevention Through Environmental Design (CPTED);
 - d. examination of the needs of the County's housing assistance programs, including but not limited to public housing, Section 8, other federal, state and local subsidized programs, and special housing needs programs; and
 - e. establishment of a data collection system, including but not limited to a housing data clearinghouse.
- C. An analysis of all potential resources and gap funding;
- D. All interventions to be implemented;
- E. Timeframes and milestones for meeting each of the goals of the Plan;
- F. Measures of the effectiveness of the Plan;
- G. Sources of income to be allocated to achieve the goals of the Plan;
- H. The establishment of organizational responsibilities;
- I. An established plan for implementation; and
- J. The incorporation of monitoring requirements.

The resolution requires staff to complete the Master Housing Plan within seven months after the resolution's effective date for Board approval, which would have been mid-September. The resolution also requires that public hearings and community meetings be held prior to the Board's adoption of the Master Housing Plan.

Status of Master Housing Plan

Several months ago, responsibility for preparation of the Master Housing Plan was transferred from Miami-Dade Housing Agency (MDHA) to the Office of Community and Economic Development (OCED). To conserve resources available for affordable housing activities, the Plan process has been coordinated with OCED's planning process for its Five-Year Consolidated Plan submittal to U.S. Department of Housing and Urban Development (US HUD), which is due this fall. Concurrently, the Master Housing Plan is in development with a preliminary draft for comment by CAHSA and the community in December 2007.

The Master Housing Plan will be comprised of six main components: 1) a mission statement and housing goals governing development and implementation of strategies under the plan; 2) housing market analysis and projected need; 3) available financial resources and other tools; 4) housing strategies; 5) an action plan that links strategies to specific activities and resources and establishes goals and outcomes; and 6) monitoring protocol.

Housing policies and objectives governing development of the plan reflect those set forth in the CAHSA recommendations and at a minimum, include: 1) the promotion of deconcentration, fair housing and mixed-income housing; 2) promotion of the preservation of existing affordable housing; and 3) utilization of best practice standards and designs, including sustainability (green) design features and Crime Prevention Through Environmental Design (CPTED).

The Master Housing Plan is being driven in part by a housing analysis which examines the current and projected housing needs of Miami-Dade residents that can be addressed through funding and other resources controlled by the County or impacted by the County's current zoning and land use policies and administrative practices. This analysis will be based in good measure on the Five-Year Consolidated Plan's housing needs analysis and will be augmented with housing and economic studies produced by other local groups such as the Greater Miami Chamber of Commerce's Work Force Housing Committee and the Beacon Council.

In the Report on Strategies for the Production of Affordable Housing presented to the BCC at its meeting of June 5, 2007, four key strategies by which to address affordable housing needs in Miami-Dade based on the CAHSA recommendations were identified. Accordingly, these strategies will be the primary ones governing the Master Housing Plan. These strategies are: 1) provide homebuyer assistance; 2) generate additional affordable housing stock through utilization of County lands, low cost financing and subsidies, and removal of barriers to housing development; 3) preserve existing affordable housing stock; and 4) preserve housing stability of county residents through homeless prevention.

Specific activities and outcomes under each of these four housing strategies will be driven by County-controlled resources. The Master Housing Plan will identify all available resources, set forth the allocation of such resources to each of the four strategies and the housing activities thereunder, and establish milestones and production goals for each activity. Organizational responsibility for each housing activity will be delineated. Finally, a monitoring protocol to govern staff as well as facilitate CAHSA and Affordable Housing Advisory Board (AHAB) monitoring and oversight functions will be incorporated into the Master Housing Plan.

Public Hearings and Community Input

Staff would like to engage the newly established CAHSA and reconstituted AHAB in the Master Housing Plan's development. Staff further suggests that these boards hold public hearings on the Plan.


CAHSA was initially established as a short-term task force under resolution in May 2006 and, therefore, its authority to meet expired in April 2007. Subsequently, the Board adopted Ordinance 07-121 following public hearing on September 4, 2007. This ordinance establishes CAHSA as a permanent advisory board with the responsibilities, among others, to serve as a vetting tool for those tasked with the development of the Master Housing Plan and post planning phases, and to provide review analysis into the development of the Plan.

The Board also recently adopted Ordinance 07-122, which, among other provisions, amends the composition of the AHAB. By Resolution R-1017-07, the Board vacated commission appointments of those currently serving on AHAB and required a new application process for appointment to AHAB. The AHAB's primary responsibility is to recommend local housing incentive strategies, particularly those designed to overcome regulatory barriers to affordable housing development. AHAB also should participate in the final stages of the Master Housing Plan process to ensure consistency as it relates to such strategies. However, in order to bring back the Master Plan to EDHS within a reasonable timeframe, staff will work with the newly created AHAB if in place by late December or January. If not already in place by that time, feedback from AHAB will be sought at a later date.

Staff would like to further engage the community in the planning process through a second CAHSA-sponsored Housing Summit, as was envisioned during CAHSA's preparations for the very successful December 2, 2006 Housing Summit. To assist CAHSA in convening this Housing Summit, the county will provide CAHSA with staff support and consulting services already under contract with OCED.

Next Steps

Staff requires additional time for: 1) CAHSA and AHAB participation in the final stages of the development of the Master Housing Plan and 2) additional community input on the final draft of the Housing Plan through a CAHSA-sponsored Second Housing Summit. It is anticipated that the Master Housing Plan can be presented to the Economic Development and Human Services Committee meeting of January 2007.



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